



## MEMORANDUM

Date: July 25, 2016

To: Administration Committee  
From: Pamela A. Captain, City Attorney

RE: CVMIC Update/Renewal

As the City of Menasha CVMIC representative, I attended the 2016 CVMIC Professional Development and Training Program on July 14 and 15. The first day CVMIC members were provided legal briefings concerning:

- Driver's Privacy Protection Act
- Residency Restrictions Regarding Violent Sexual Offenders
- Are Your Committee Meetings Compliant with Wisconsin Open Meetings Law?
- Family Medical Leave – Who can request clarification regarding medical authentication/certification?
- How will announced changes to the Fair Labor Standards Act (Overtime Rules) impact local government?

Next there was discussion about Cyber Liability Risk Assessments, recommendations and the availability of using Ontech systems inc. to perform an assessment with ½ the cost paid for by CVMIC. I am informed that the City of Menasha is scheduled for such as assessment later this year. Finally, we worked in small groups to review the draft CVMIC New Strategic Plan and provide final comments and suggestions to be presented to the board later this summer.

The second day the program included a recap of the CVMIC New Strategic Plan roundtable discussions, news for the membership, 2017 Budget Information and Municipal Property Insurance Program (MPIC) update. This included pricing projections, liability and auto physical damage dividend calculations.

Attached for your information are the following documents:

1. 2016 Dividend Report
2. 2016 Liability Program Dividend Recommendation
3. 2016 Auto Physical Damage Dividend Recommendation
4. Notification of Liability Dividend Declared
5. Notification of Auto Physical Damage Dividend Declared
6. 2016 Mutual Member Participation Calculation
7. 2017-2019 Strategic Plan Overview

After your review of the documents and before our August 1<sup>st</sup> meeting, let me know if there is any clarification I can make. This will allow time to research an answer, if necessary.

## **LIABILITY COVERAGE**

### *Renewal*

Liability insurance renewal commitments for Cities and Villages Mutual Insurance Company (CVMIC) members are due August 15, 2016. CVMIC engages in a multi-year pricing cycle in an effort to aid municipalities' budget planning efforts. We are currently in the second of a three pricing cycle:

The 2017 premium quoted amount considers the City's current self-insured retention amount (\$25,000): **\$55,808**

### *Dividend*

The CVMIC board has declared a liability dividend at its May 18<sup>th</sup> Board of Directors Meeting payable on or after March 1, 2017. Historically, the City has followed Option One, the default option, with dividends paid to the City March 1 of the following year. If Option One is not acceptable, a motion is in order to indicate which option is desired. A 2016 auto physical damage dividend has also been declared and will be paid to us on March 1, 2017.

**Recommended action:** No action is requested.



DATE: July 15, 2016

TO: Ms. Pamela Captain, City of Menasha

FROM: Mike DeMoss, Executive Director  
Ken Horner, Director of Operations

RE: 2016 Dividend Report

The purpose of this letter is to provide information regarding payment of the 2016 Liability and Auto Physical Damage program dividends. This packet includes the following information:

- 2016 Dividend Recommendation
- Notifications of Dividends Declared by the Board of Directors for the Policy Year Ending 12/31/2015 (please note: these documents include the amount of the dividends to be paid to your community)

We feel it is important that all members understand the dividend process. This letter will be distributed as part of a presentation at the 2016 Summer Meeting and will be sent via email to those member representatives who do not attend the Summer Meeting. If you have any questions, or if any aspect of the process is unclear, please do not hesitate to ask for clarification.

On May 18, 2016, the CVMIC Board of Directors approved a Liability program dividend in the amount of \$1,542,960 and Auto Physical Damage program dividend in the amount of \$213,125. These dividends are based upon operating results of the Liability and Auto Physical Damage programs, for the period ending 12/31/15, and will be paid on or after March 1, 2017. The methodology of calculation is consistent with that of 2015.

Each member has the option of determining when they receive the dividend payment. A copy of the "Notification of Liability Dividend Declared by the Board of Directors for the Policy Year Ending 12/31/15" and "Notification of Auto Physical Damage Dividend Declared by the Board of Directors for the Policy Year Ending 12/31/15" forms are attached. Please review each form (if applicable) and return the signed payment option to the CVMIC office no later than November 1, 2016.

This form must be signed by the Member Representative, Mayor or other individual with the authority to sign on behalf of your community. If you fail to return the form by the stated deadline, payment will be issued based on Option 1. You are encouraged to review this form and contact Mike DeMoss or Ken Horner if you have any questions.

Michael L. DeMoss, Executive Director

Direct: 414-831-5999

Email: [mld@cvmic.com](mailto:mld@cvmic.com)

Kenneth A. Horner, Director of Operations

Direct: 414-831-6000

Email: [kah@cvmic.com](mailto:kah@cvmic.com)

## **2016 Liability Program Dividend Recommendation**

### **Background**

In 1988 Cities and Villages Mutual Insurance Company (CVMIC) began writing liability coverage for 25 cities and villages in the State of Wisconsin. When the company was formed, the Wisconsin Municipal Insurance Company (WMIC) issued and sold \$28,645,000 Wisconsin Municipal Commission Revenue Bond, Series 1987. This bond was refinanced by the \$22,860,000 Taxable Revenue Refunding Bond, Series 1997. The final payment on the bond was made on April 1, 2007. All principal and interest payments were made by CVMIC on behalf of the members.

The Board of Directors has developed and reviewed the methodology used to calculate annual dividends that balances the desire to maximize member dividends and maintain and grow the surplus of the Company. The first dividend was based on year-end 2008 operating results, declared in 2009 and paid on March 1, 2010. The Office of the Commissioner of Insurance has reviewed the calculation worksheet and has suggested changes which were implemented for the dividend declared in 2014.

### **2016 Liability Program Dividend Recommendation**

1. As part of closing of the books at the end of each fiscal year, staff develops an estimate of the funds to be set aside as Dividend's Estimated and Unpaid. For the year ending December 31, 2015, it is our recommendation that \$1,542,960 be set aside for this purpose.
2. The following steps must be completed before the dividend can be declared.
  - a. Completion of the 2015 financial audit by Clifton Larson Allen LLP (CLA).
  - b. Actuarial review and approval of reserves shown on the Annual Statement by Bickmore Risk Services (BRS). BRS has also reviewed the dividend calculation.
3. BRS has completed its review of the 12-31-15 financial standing of the company. CLA has completed its audit of the financial statements.
4. The financial audit and dividend recommendation each require Board review and approval.
5. Staff will present the calculation to the membership at the summer meeting detailing each member's share of the declared dividend.
6. Based on the completion of the items listed above, staff recommends that Board of Directors approve and declare a Liability Dividend of \$1,542,960 to be paid on or after March 1, 2017.



## **2016 Auto Physical Damage Dividend Recommendation**

### Background

In 2007 Cities and Villages Mutual Insurance Company (CVMIC) began writing Auto Physical Damage Insurance. During the first two years of the program the loss ratio was much higher than historic averages and no dividend was recommended. During 2013, 2014 and 2015, loss results are at a point that staff can again recommend a dividend for the 2015 participants of that program that are still members as of the date of declaration.

### 2016 Auto Physical Damage Dividend Recommendation

1. As part of closing of the books at the end of each fiscal year, staff develops an estimate of the funds to be set aside as Dividend's Estimated and Unpaid. For the year ending December 31, 2015 it is our recommendation that \$207,500 be set aside for this purpose. This represents the 7th dividend to be paid for this program.
2. The following steps must be completed before the dividend can be declared.
  - a. Completion of the 2015 financial audit by Clifton Larson Allen LLP (CLA).
  - b. Actuarial review and approval of reserves shown on the Annual Statement by Bickmore Risk Services (BRS).
  - c. Establish a dividend payout calculation that includes a level dividend to be paid to all participants and a loss dividend that will be paid to those members with a loss ratio below 60%. BRS reviewed this calculation.
  - d. The dividend recommended to be paid on or after March 1, 2017 is 75% of the estimated dividend for 12-31-15 and 25% of the dividend declared in 2015. This amount is \$213,125.
3. BRS has completed their review of the 12-31-15 financial standing of the company. CLA has completed their audit of the 12-31-15 financial statements.
4. The financial audit and dividend recommendation require Board review and approval.
5. Following Board approval, management will present the calculation to the membership for the summer meeting detailing each participating member's share of the declared dividend.
6. Based on the completion of the items listed above, staff recommends the Board of Directors approve and declare an Auto Physical Damage Dividend of \$213,125 to be paid on or after March 1, 2017.







## City of Menasha

### **Notification of Liability Dividend Declared by the Board of Directors for the Policy Year Ending 12/31/15**

**The Liability dividend calculation is based on the General Liability, Auto Liability, Excess Liability, Public Official Liability and Law Enforcement Liability Coverage's.**

The Liability dividend paid to your community is based on the financial condition of the company for the year ending 12/31/15. The first 50% of the dividend declared is paid on a level basis, and the balance is based on the loss history of your community. This calculation is reviewed and updated annually, as of December 31st.

**Dividend Authority:** Section 9. Dividends from the by-laws states "The Board of Directors may declare dividends from surplus held in excess of all liabilities. Dividends shall be in such amount as the Board of Directors shall determine is fair and reasonable and shall not be made contingent upon the continuance or renewal of the policy".

**Recommended Dividend:** Staff recommended to the Board of Directors a total dividend of \$1,542,960. This recommendation has been reviewed and approved by the company's actuary prior to the final approval by the Board of Directors. This dividend was approved by the Board of Directors at their May 18<sup>th</sup> 2016 Board of Directors Meeting to be payable March 1, 2017. Your community's share of this declared dividend is \$19,740.00.

**Dividend Options:** As part of this Liability Dividend declared by the Board of Directors, there are three payment options available to your community. The intention of these options is to provide your community with the broadest possible financial choices. These options are outlined below. **We request that the Member Representative sign, date and return this notification to CVMIC by November 1, 2016.** If this form is not returned by 11/1/16, CVMIC will pay the dividend as outlined in Option One. *Note: Option One is the default option if CVMIC has not received this signed form.*

**The City of Menasha has reviewed the dividend options that are available and instructs the CVMIC staff to account for the dividend as marked.**

**Option 1:** \_\_\_\_\_ Pay all dividends to my community on March 1, 2017.

**Option 2:** \_\_\_\_\_ Pay all declared dividends to my community as soon as possible after  
\_\_\_\_\_ (specify date).

**Option 3:** \_\_\_\_\_ Hold dividends declared for the liability program until you are provided further instructions. I understand that interest will be paid based on the rate earned by CVMIC on its investments. I further understand that I will get an annual accounting regarding any open balance.

**Accepted and Agreed to This \_\_\_\_\_ day of \_\_\_\_\_, 2016.**

**City of Menasha**

**By** \_\_\_\_\_  
**Name**

**Its** \_\_\_\_\_  
**Title**



## City of Menasha

### **Notification of Auto Physical Damage Dividend Declared by the Board of Directors for the Policy Year Ending 12/31/15**

**The Auto Physical Damage dividend calculation is based on the Auto Physical Damage Coverage:** The Auto Physical Damage dividend paid to your community is based on the financial condition of the company for the year ending 12/31/15. The first 50% of the dividend declared is paid on a level basis, and the balance is based on the loss history of your community. This calculation is reviewed and updated annually, as of December 31st.

**Dividend Authority:** Section 9. Dividends from the by-laws states "The Board of Directors may declare dividends from surplus held in excess of all liabilities. Dividends shall be in such amount as the Board of Directors shall determine is fair and reasonable and shall not be made contingent upon the continuance or renewal of the policy".

**Recommended Dividend:** Staff recommended to the Board of Directors a total dividend of \$213,125. This recommendation has been reviewed and approved by the company's actuary prior to the final approval by the Board of Directors. This dividend was approved by the Board of Directors at their May 18<sup>th</sup>, 2016 Board of Directors Meeting to be payable March 1, 2017. Your community's share of this declared dividend is \$2664.00.

**Dividend Options:** As part of this Auto Physical Damage dividend declared by the Board of Directors, there are three payment options available to your community. The intention of these options is to provide your community with the broadest possible financial choices. These options are outlined with the Liability Dividend notification. **We request that the Member Representative sign, date and return this notification to CVMIC by November 1, 2016.** If this form is not returned by 11/1/16, CVMIC will pay the dividend as outlined in Option One. *Note: Option One is the default option if CVMIC has not received this signed form.*

**The City of Menasha has reviewed the dividend options that are available and instructs the CVMIC staff to account for the dividend as marked.**

**Option 1:** \_\_\_\_\_ Pay all dividends to my community on March 1, 2017.

**Option 2:** \_\_\_\_\_ Pay all declared dividends to my community as soon as possible after  
\_\_\_\_\_ (specify date).

**Option 3:** \_\_\_\_\_ Hold dividends declared for the Liability and/or Auto Physical Damage program  
**(circle one or both)**, until you are provided further instructions. I understand that interest will be paid based on the rate earned by CVMIC on its investments. I further understand that I will get an annual accounting regarding any open balance.

**Accepted and Agreed to This** \_\_\_\_\_ **day of** \_\_\_\_\_, **2016.**

**City of Menasha**

**By** \_\_\_\_\_  
**Name**

**Its** \_\_\_\_\_  
**Title**

# 2016 Mutual Member Participation Calculation

MENASHA

	Premium-(A)	Claims-(B)	SIR-(C)		
1988	\$73,925	\$0	\$10,000		
1989	\$73,925	\$0	\$10,000		
1990	\$73,925	\$0	\$10,000		
1991	\$39,272	\$43,308	\$17,500		
1992	\$40,341	\$0	\$17,500		
1993	\$41,702	\$7,882	\$17,500		
1994	\$33,749	\$79,552	\$25,000		
1995	\$34,593	\$0	\$25,000		
1996	\$35,458	\$8,140	\$25,000	CVMIC Net Premium-(D)	\$34,864,062
1997	\$37,231	\$0	\$25,000	CVMIC SIR-(E)	\$25,942,500
1998	\$38,162	\$0	\$25,000	Total Assets-(F)	\$47,328,640
1999	\$39,116	\$0	\$25,000		
2000	\$39,767	\$0	\$25,000		
2001	\$40,562	\$0	\$25,000	Total Loss Reserve-(G)	\$14,371,027
2002	\$41,373	\$55,885	\$25,000	Min Permanent Surplus-(H)	\$14,000,000
2003	\$41,787	\$0	\$25,000	Unencumbered Surplus (I)	\$14,144,339
2004	\$42,832	\$0	\$25,000		
2005	\$43,560	\$0	\$25,000		
2006	\$44,649	\$26,331	\$25,000		
2007	\$47,250	\$0	\$25,000		
2008	\$48,432	\$0	\$25,000		
2009	\$46,623	\$0	\$25,000		
2010	\$47,672	\$0	\$25,000		
2011	\$48,782	\$0	\$25,000		
2012	\$50,002	\$0	\$25,000		
2013	\$50,752	\$0	\$25,000		
2014	\$52,020	\$200,000	\$25,000		
2015	\$53,060	\$0	\$25,000		
<b>Total</b>	<b>\$1,300,522</b>	<b>\$421,098</b>	<b>\$632,500</b>		
<b>Total-10 Years</b>	<b>\$489,242</b>	<b>\$226,331</b>	<b>\$250,000</b>		
	(A-I)	(B-I)	(C-I)		

## Premium Calculation (70%)

Member Premium-(A-1)	\$489,242
15% of Claims-(B-2)	\$33,950
Member Net Premium-(J)	\$455,292
CVMIC Net Premium-(D)	\$34,864,062
Percentage-(K)	1.306%
Participation Percentage:-(M)	

## SIR Calculation (30%)

Member SIR-(C-1)	\$250,000
CVMIC SIR-(E)	\$25,942,500
Percentage-(L)	0.964%
	1.203%

## Participation Calculation

	Amount	Member Percentage	Mutual Member Position
Unencumbered Reserve	\$14,144,339 (I)	1.203% (M)	\$170,190 (N)
	Original Principal Amount-(O)	Principal Retired by CVMIC-(P)	
	\$1,031,220	\$1,031,220	

This is an estimate while every effort has been made to present an accurate calculation. Numbers used in the calculation are subject to change and there may be rounding errors and other discrepancies.

## NOTES FOR MEMBER PARTICIPATION\* – CALCULATION STEPS

### Data Used for Calculation:

- A. List of total premium paid to CVMIC for all years.
- A-1 Total premium paid to CVMIC for the last 10 years
- B. List of total incurred claims (paid & reserved including expenses) excess of a member's SIR for all years.
- B-1 Total incurred claims excess of a member's SIR for the last 10 years.
- B-2. 15% of incurred claims excess of Member's SIR.
- C. List of total per occurrence SIR for all years.
- C-1 Total per occurrence SIR for the last 10 years.
- D. CVMIC Net Premium equals the total of all premiums collected for the last 10 years, minus 15% of all incurred claims (paid and reserved including expenses) excess of a Member's SIR for the last 10 years.
- E. CVMIC SIR is the total per-occurrence SIR for the last 10 years, for all Members.
- F. Total Assets equals the amount shown in the 12/31/15 audited financial statement.
- G. Total Liabilities equals the amount shown in the 12/31/15 audited financial statement for Losses and Loss Adjustment Expenses.
- H. Minimum Permanent Surplus is the minimum surplus required by the Board of Directors.
- I. Unencumbered Reserves equals the total Surplus as regards policyholders as shown in the 12/31/15 audited financial statement minus Minimum Permanent Surplus (H).
- J. Member's Net Premium equals Member's Premium (A-1) minus 15% of Claims (B-2).
- K. Premium Calculation Percentage is developed by dividing the Member's Net Premium (J) by CVMIC's Net Premium (D).
- L. SIR Calculation – Percentage Ownership is developed by dividing the Member SIR (C) by CVMIC SIR (H).
- M. Participation Percentage is developed by taking the Premium Calculation Percentage (K) multiplied by seven-tenths (.7), plus SIR Calculation (L) multiplied by three tenths (.3).
- N. Participation Calculation is the Unencumbered Reserves (I) multiplied by the Participation Percentage (M).
- O. Initial bonds pledged/delivered to CVMIC at the time of joining.
- P. Principal Paid is the amount of Bond that has been retired.

\*Refer to CVMIC Article VII of the Articles of Incorporations for details regarding Distribution on Dissolution.

**EVERY EFFORT HAS BEEN MADE TO PRESENT AN ACCURATE CALCULATION; HOWEVER, THERE MAY BE MINOR ERRORS OR DISCREPANCIES DUE TO ROUNDING.**

# Cities and Villages Mutual Insurance Company 2017-2019 Strategic Plan Overview

**Mission:** CVMIC is dedicated to developing and maintaining high-quality, stable, affordable insurance and risk management services; supporting public services and serving the needs of its member owners.

**Vision:** CVMIC will be the model of innovation for municipal insurance companies and be the premier source for insurance and risk management services and resources.

## Goals<sup>1</sup>, Strategies<sup>2</sup>, and Objectives<sup>3</sup>

**Goal 1: Develop and enhance current and anticipated future skills sets of both CVMIC and member staff as part of overall workplace planning strategy.**

### Strategies:

1. Incorporate succession and knowledge transfer processes into workforce assessment and planning efforts.
2. Recruit, develop, and retain staff with required and future skill sets.
3. Position CVMIC as a strategic workforce planning and development partner to members.
4. Develop and maintain training and resources that meets the changing needs of CVMIC and members.

### Objectives:

1. Create a performance evaluation process that incorporates employee development and a formalized knowledge transfer process.
2. Develop a staffing and succession plan for CVMIC.
3. Develop and maintain a comprehensive member training, resource, and service plan based on needs analysis.
4. Provide opportunities for maintaining our culture of creativity and innovation.
5. Strategize ways to increase employee retention and employee morale and satisfaction.
6. Develop a recruitment plan and resources needed for CVMIC and members.

**Goal 2: Expand the level of member engagement in and commitment to CVMIC.**

### Strategies:

1. Increase member utilization of CVMIC products and services.
2. Expand the range of member engagement opportunities.
3. Cultivate and deepen personal relationships with targeted individuals.
4. Strengthen internal and external channels of communication.
5. Support, deepen, and extend CVMIC's organizational culture of creativity and innovation.

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<sup>1</sup> Goals: Broad statements of what the organization hopes to achieve in the next 3-5 years.

<sup>2</sup> Strategies: Major approaches or methods for attaining goals; strategies provide focus for the organizations efforts.

<sup>3</sup> Objectives: Specific, concrete, measurable statements of what will be done to achieve a goal and its strategies, generally within a one-year time frame.

# Cities and Villages Mutual Insurance Company 2017-2019 Strategic Plan Overview

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**Vision:** CVMIC will be the model of innovation for municipal insurance companies and be the premier source for insurance and risk management services and resources.

## Goal 2: Expand the level of member engagement in and commitment to CVMIC. (Continued)

### Objectives:

1. Review existing portfolio of products and services and update as needed to increase quality, accessibility and responsiveness to member needs.
2. Develop and implement a comprehensive and flexible marketing (member services and communications) plan that clearly defines CVMIC products and services and increases utilization by specific audiences.
3. Develop and implement an outreach program for elected officials and key municipal staff to support, deepen, and extend relationships.
4. Develop and implement a plan to increase involvement of member reps as supporters, advocates, and partners with CVMIC.

## Goal 3: Enhance our competitive position in the Wisconsin municipal insurance market.

### Strategies:

1. Develop and utilize a range of marketing tools and techniques.
2. Expand strategic partnerships.
3. Enhance risk financing options for members.
4. Enhance financial stability.
5. Identify and respond to emerging issues and risks.

### Objectives:

1. Develop a growth strategy. (Define our appetite for growth, Define growth, Define "member", Selling services)
2. Develop and implement a comprehensive and flexible external marketing plan for potential new members.
3. Develop a plan for maintaining and enhancing products and services.
4. Maintain CVMIC's AM Best rating.
5. Develop a plan for strengthening current partnerships and forging new partnerships.
6. Establish a team to monitor emerging issues and risks in the legislative, regulatory and investment areas.



## **Cities and Villages Mutual Insurance Company 2017-2019 Strategic Plan Overview**

**Mission:** CVMIC is dedicated to developing and maintaining high-quality, stable, affordable insurance and risk management services; supporting public services and serving the needs of its member owners.

**Vision:** CVMIC will be the model of innovation for municipal insurance companies and be the premier source for insurance and risk management services and resources.

### **Goal 4: Utilize technology to improve efficiencies, services, and outcomes.**

#### **Strategies:**

1. Increase internal capacity of CVMIC and its members to remain current with ever-changing technology.
2. Evaluate operational processes to determine where technology can be utilized.
3. Streamline electronic communications.
4. Increase member utilization of electronic resources and training.

#### **Objectives**

1. Create, implement and monitor a technology plan.
2. Develop a member dashboard that provides more real time access to data by members and CVMIC staff.
3. Use technology to improve efficiency and effectiveness of communication with members
4. Automate claims, loss and service reports and activities.
5. Develop and implement a technology training plan and budget for CVMIC staff and members (CVMIC technology tools).
6. Implement and maintain a cyber security and business interruption/ disaster recovery plan including staff awareness training.
7. Create and implement a media development plan.
8. Create and regularly update a website development plan.
9. Create and regularly update a learning management system plan.

